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1 October 1982

MEMORANDUM FOR:

Deputy Chief, Administrative Staff, ICS

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FROM:

Office of Assessment and Evaluation

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SUBJECT:

ICS Seminar at NSA

1. The following are my thoughts on the ICS Seminar at NSA for your use in planning the next session.

2. I think it is a very worthwhile program and definitely should be repeated - with modification.

a. any session of this type has a problem identifying its audience. The experience level ranged from perhaps 20 years intelligence experience to zero. That fact should also be considered in reviewing critiques of the seminar.

b. Having had DoD experience, I was somewhat familiar with much of the information. The most worthwhile sessions for me were:

NSA Response to Requirements (very useful to me).

Tailored Support to Military Operations (I was unaware that NSA is doing this work).

Dialogue with the DDPR - Very useful, particularly for someone new to IC Staff (especially useful were the insights into how other members of the Staff see the Staff and its role).

3. The Seminar can be shortened to two days by eliminating certain blocks which do not appear pertinent. (My only real criticism of the seminar is that it lacked a theme. Because I could not identify a central thread, it was difficult to see why certain blocks of instruction (highlighted below) were included).

- Official Visitors Briefing - always necessary and quite well done.
- NSA Response to Requirements: Very useful to me. Well done.
- Cryptanalysis. Briefer was very knowledgeable - some problems in bringing his level of expertise down to ours.

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SUBJECT: ICS Seminar at NSA

- Traffic Analysis - Good job of presenting subject to laymen.
- Language Analysis: Ditto.
- Collection - Good.
- Tour of NSOC - Too many people, not enough time.
- Tailored Support to Military Operations. Excellent. (I am probably biased since the briefer and I share the same perspective. Some of audience (not used to USMC briefers) appeared to be overly impressed by his style, but his content alone could carry him.)
- Hostile Threat to US Communications - useful in making people aware of our own vulnerabilities, although probably well-known to many in audience.
- Case Study - a waste of time (nothing learned and apparently nothing to be learned). (Might have some value if presented as a practical exercise rather than a reading lesson.) Should be eliminated.
- Chinese Missiles/Soviet Space - Interesting topics, but could not see why they were included. Why PRC missiles? Why not Soviet missiles or Soviet air defense or Chinese navy? Why include analytic topics? Also, this was obviously all-source analysis, yet we were there to learn about SIGINT contribution.
- Dialogue with the DDPR - super. To be commended for his candor. One of the two highlights of the program.
- Contributions to Economic Intelligence - Okay.
- Signal Trends for the Future - Too technical - lost much of the audience. An important topic, but should be more in laymen's terms.

4. deserves much credit for her work with this seminar. She really worked!

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